United Nations A/65/305/Add.2

General Assembly

Distr.: General
2 September 2010

Original: English

Sixty-fifth session
Agenda item 136
Human resources management

Human resources management reform: comprehensive assessment of the system of geographical distribution and assessment of the issues relating to possible changes in the number of posts subject to the system of geographical distribution

Report of the Secretary-General

I. Introduction

1. The present report is submitted pursuant to General Assembly resolution 63/250, in which the Assembly requested the Secretary-General to submit proposals for a comprehensive review of the system of desirable ranges, with a view to establishing a more effective tool to ensure geographical distribution in relation to the total number of staff of the global United Nations Secretariat.

2. It reviews the origin and the purpose of the system of desirable ranges and the changes that have taken place since 1945 and updates the scenarios presented in the report of the Secretary-General entitled "Comprehensive assessment of the system of geographical distribution and assessment of the issues relating to possible changes in the number of posts subject to the system of geographical distribution" (A/59/724). These updated scenarios provide information on how Member State representation could potentially change as a result of various changes to the system of desirable ranges.

II. Origins and initial purpose of the concept of geographical distribution of the staff

3. The representation of their nationals in the staff of the United Nations Secretariat has been a major concern of Member States since the beginning of the Organization. This concern is reflected in Article 101, paragraph 3, of the Charter of the United Nations, which governs the selection of staff:

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> "The paramount consideration in the employment of staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence, and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible."

4. The first resolution of the General Assembly on the issue of the principle of geographical distribution (resolution 153 (II) of 15 November 1947) reaffirmed the principle of recruiting staff on as wide a geographic basis as possible. The third preambular paragraph of that resolution referred to the international character of the Organization and stated that in order to avoid undue predominance of national practices, the policies and administrative methods of the Secretariat should reflect, and profit to the highest degree from, assets of the various cultures and the technical competence of all Member nations.

5. In paragraph 2 of the same resolution the General Assembly requested the Secretary-General to: (a) examine the recruitment policy with a view to improving the geographical distribution of posts within the various departments; (b) take the necessary steps with a view to engaging staff members from those countries that did not yet have any of their nationals in the Secretariat; and (c) take all practicable steps to ensure the improvement of the geographical distribution of the staff, including the issuance of such rules and regulations as might be necessary to comply with the principles of the Charter.

6. Pursuant to the same resolution, the Secretary-General submitted a report entitled "Composition of the Secretariat and the principle of geographical distribution" (A/652), in which the principles that determined his policy in this respect were set out.[1]

7. The concept expressed in the second sentence of Article 101, paragraph 3, of the Charter — "due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible" — is the basis of the principle of equitable geographical distribution. Defining what constituted equitable geographical distribution of the Secretariat and establishing a yardstick for measuring progress towards that end were first addressed in 1948 through the introduction of the concept of "desirable ranges" for Member States, in response to General Assembly resolution 153 (II).

8. Under this system, specific posts would not be distributed to Member States, but rather a range of posts was established within which each Member State would be adequately represented as a guideline for recruitment priorities. General Assembly resolution 1559 (XV) of 18 December 1960 confirmed the system of desirable ranges and linked the concept of geographical appointment status of staff with the concept of budgetary posts set aside for this purpose.

9. Until 1962, only one factor was used to determine the desirable ranges: the contribution of each Member State to the regular budget of the Organization. General Assembly resolution 1852 (XVII) of 19 December 1962 added two other factors: membership in the United Nations and the population of the Member State.

10. From 1962 until 1988, the importance, or weight, of each factor varied according to successive General Assembly resolutions, but preference was always,

[1] See A/652, paras. 7-9.

and continues to be, given to the contribution factor. Discussions among Member States about the changes in the factors for equitable geographical distribution have been characterized by two main points of view. One group of Member States, composed largely of developing countries, wanted more weight to be given to the membership factor, or alternatively to the population factor, whereas another group, composed mainly of Member States with high rates of assessment, wanted to keep the greater weight on the contribution factor.

11. In its resolution 41/206 C of 11 December 1986, the General Assembly requested the Secretary-General to submit updated calculations on desirable ranges for all Member States, taking into account, inter alia, criteria such as (a) the desirability of the base figure for the calculations being related to the actual number of posts subject to geographical distribution; (b) the movement towards the establishment of parity between the membership and contribution factors; (c) the direct allocation of posts subject to the population factor in proportion to each Member State's population; and (d) the need for flexibility upward and downward from the midpoint of the desirable ranges. This resulted in the adoption of resolution 42/220 A of 21 December 1987, introducing as from 1 January 1988 the current regime for the system of desirable ranges.

12. The General Assembly, in its resolution 42/220 A, requested the Secretary-General to base the desirable ranges, with effect from 1 January 1988, on the following criteria:

(a) The base figure for the calculations would initially be 2,700 posts;

(b) The weight of the membership factor would be 40 per cent of the base figure;

(c) The population factor, which would be allotted a weight of 5 per cent, would be directly related to the population of Member States, and posts subject to that factor would be distributed among Member States in proportion to their population;

(d) The contribution factor would be based on the distribution of the remaining posts among Member States in proportion to the scale of assessments;

(e) The upper and lower limits of each range would be based on flexibility of 15 per cent upward and downward from the midpoint of the desirable range, but not less than 4.8 posts up and down, the upper limit of the range being not less than 14 posts;

(f) The base figure would be adjusted whenever the actual number of posts subject to geographical distribution increased or decreased by 100, the weights of the three factors being maintained.

13. Since 1988, the system's basic criteria for the definition of desirable ranges have remained unchanged. The weight of the factors taken into account for the distribution of geographical posts remains at 55 per cent for contribution, 40 per cent for membership and 5 per cent for population.

III. Current status

A. Regular budget posts

14. The base figure used for the calculation of all ranges as at 30 June 2010 based on the number of posts subject to geographical distribution is 3,300.[2]

15. The principle that all Member States ought to be represented in the Organization is reflected in the membership factor, which is applied equally to all Member States. It is equal to 6.88 posts for each Member State, which is the total number of posts for this factor (40 per cent of 3,300 = 1,320 posts), divided by 192, the number of Member States.

16. The differences in population among Member States are taken into account through the population factor. It is based on the proportion of each Member State's population relative to the global population of all Member States. For each country, this factor is equal to the total number of posts for the population factor (5 per cent of 3,300 = 165 posts) divided by the total population of all Member States and multiplied by the population of the relevant Member State.

17. The posts allotted to the contribution factor are distributed to the Member States in proportion to the latest scale of assessments for the contributions of Member States to the regular budget of the Organization. For each Member State this factor equals the total number of posts for the contribution factor (55 per cent of 3,300 = 1,815 posts) divided by 100 and multiplied by the Member State's assessment percentage.

18. The posts allotted to each Member State through the application of the contribution, membership and population factors are added together to establish the midpoint of each Member State's desirable range. The upper and lower limits of each desirable range would be based on flexibility of 15 per cent upward and downward from the midpoint of the desirable range, but not less than 4.8 posts up and down, the upper limit of the range being not less than 14 posts.

19. A Member State is considered "unrepresented" when not a single one of its nationals is serving in a post subject to geographical distribution having gone through the established selection process. It is "underrepresented" when the number of its nationals appointed to such posts is below the lower limit of the desirable range. It is "within range" when the number of its nationals appointed to such posts is between the upper and lower limits of the desirable range; and it is "overrepresented" when the number of its nationals appointed to such posts exceeds the upper limit of the desirable range. The representation status of Member States is affected by many factors, notably turnover of staff, changes in the scale of assessments and changes in the total number of Member States.

20. Administrative instruction ST/AI/2010/3 on the staff selection system specifies geographic status as the status given to staff in the Professional and above categories on initial fixed-term appointment for one year or longer against a position subject to "equitable geographical distribution" and to the application of the system

[2] At 30 June 2010, the actual number of posts subject to geographical distribution was 3,373; in accordance with resolution 42/220 A, sect. III, para. 1 (f), the base figure is rounded down to the nearest hundred.

of desirable ranges, namely, a regular budget post in the Secretariat at the Professional level or above (except language positions up to and including P-5). All successful candidates in a national competitive recruitment examination also receive "geographic status". Once geographic status has been given, it is retained throughout the period of uninterrupted service of the staff member, regardless of the nature of the position or functions to which the staff member may subsequently be assigned.

21. Staff considered to be holding appointments with geographic status are those appointed by the Secretary-General for a period of at least one year to posts funded under the regular budget at the Professional and higher categories under the system of desirable ranges.

22. The following categories of staff are excluded from geographic appointment status:

(a) Staff appointed to the secretariats of subsidiary programmes, funds and organs with special status in matters of appointment;

(b) Staff appointed to peacekeeping posts, posts specifically funded for other field mission service or posts financed under the support account for peacekeeping operations;

(c) Staff appointed to posts with special language requirements;

(d) Staff in the Field Service and the General Service and related categories (such as Trades and Crafts, Security and Safety Service and Public Information Assistants) who are locally recruited;

(e) Staff appointed to posts for service limited to the United Nations Environment Programme;

(f) Staff appointed to posts for service limited to the United Nations Human Settlements Programme;

(g) Staff appointed to posts for service limited to the United Nations Office on Drugs and Crime;

(h) Staff appointed to posts financed on an inter-agency basis;

(i) Staff appointed to technical cooperation project posts;

(j) National officers at United Nations information centres.

Staff on special leave without pay and on secondment to other organizations are not included in the total number of staff in geographic posts.

IV. Scenarios: changes in geographical status of Member States as a result of using different weightings and base figures

23. Annex I to the present report presents similar scenarios that were reported in the previous report on desirable ranges (A/59/724), which have now been updated for the number of geographical posts and staff as at 30 June 2010, scales of assessment, Member State populations and a new Member State. The scenarios calculate how Member State representation would change when various weightings

of factors (membership, population and contribution) are changed and or base figures are changed.

24. Annex I, table 1, is a comparative summary of potential Member State representation based on the scenarios, and annex I, table 2, presents a comparative analysis for each individual Member State of its potential representation based on the same scenarios.

25. The scenarios consist of three groups, with each group presenting a number of individual scenarios. The scenarios are grouped according to focus on particular changes as follows:

(a) Scenario Group I: varying the weights of existing factors within the current base figure (annex I, table 1, scenarios 1-5);

(b) Scenario Group II: changes the number of posts in the base figure through the inclusion of new funding categories: annex I, table 1, scenarios 6 to 7;

(c) Scenario Group III: weighted ranges: annex I, table 1, scenarios 8 to 13 (see annex II, table, for the methodology).

A. Scenario Group I: varying the weights of existing factors within the current base figure (annex I, table 1, scenarios 1-5)

26. In these scenarios, changes are made to the geographical distribution by varying the weight of the membership, population and contribution factors while maintaining the base figure and staff with geographic status from Member States at the 30 June 2010 levels of 3,300 and 2,886, respectively.

Scenario 1: increase membership weighting, decrease population and contribution weightings

27. In this scenario, weighting is 100 per cent on membership (setting the population and contribution weighting at zero per cent) thus giving each Member State an equal number of posts (17 posts). This results in just over a four-fold increase in the number of underrepresented Member States, from the situation of 31, at 30 June 2010, to 128; and a decrease of 78 per cent of Member States within range, from 132 to 29. The number of overrepresented Member States increases from 17 to 23 and the number of unrepresented Member States remains the same at 12.

Scenario 2: increase population weighting, decrease membership and contribution weightings

28. In this scenario, weighting is 100 per cent on population in determining each Member State's desirable range (setting the membership and contribution weighting at zero per cent). This results in decreases in the number of underrepresented Member States, from 31 to 30, and Member States within range, from 132 to 122. In contrast, the number of overrepresented Member States increases by 65 per cent, from 17 to 28, with the number of unrepresented Member States remaining at 12.

Scenario 3: increase contribution weighting, decrease membership and population weightings

29. In this scenario, weighting is 100 per cent on contribution (setting the membership and population weighting at zero per cent) resulting in a decrease in the number of underrepresented Member States, from 31 to 21, and increases in the number of overrepresented Member States and Member States within range, from 17 to 19 and 132 to 140, respectively. The number of unrepresented Member States remains at 12.

Scenario 4: increase membership and population weightings, decrease contribution weightings

30. In this scenario, membership weighting is increased to 75 per cent and population weighting increases to 10 per cent, while contribution decreases to 15 per cent. This results in nearly a four-fold increase in the number of underrepresented Member States from 31 to 112 and nearly a three-fold decrease in the number of Member States within range from 132 to 46. The number of overrepresented Member States also increases from 17 to 22, with the number of unrepresented Member States remaining at 12.

Scenario 5: increase contribution weighting, decrease membership weighting

31. In this scenario, contribution weighting is increased to 70 per cent, with the membership weighting being reduced to 25 per cent and the population weighting maintained at 5 per cent. This results in a decrease of 45 per cent in the number of underrepresented Member States, from 31 to 17, and an increase of Member States within range, from 132 to 146. Under this scenario, the number of unrepresented and overrepresented Member States does not change, remaining at 12 and 17, respectively.

B. Scenario Group II: changes the number of posts in the base figure through the inclusion of new funding categories (annex I, table 1, scenarios 6-7)

32. In these scenarios, changes are made by increasing the base figure and staff with geographic status from the situation at 30 June 2010 of 3,300 and 2,886, so as to include other staff that do not currently have geographic status. In these scenarios, the weight of the membership, population and contribution factors are maintained at the current levels (40 per cent, 5 per cent and 55 per cent, respectively).

Scenario 6: increase base figure to include all posts in the Professional and higher categories under the regular budget

33. In this scenario, all posts at the Professional and higher categories under the regular budget are included (expanding the population mainly to include language posts) in calculating the Member States desirable ranges. In doing so, the base figure increases to 4,300 posts and staff with geographical status increases to 3,795 staff members. This results in an increase in the number of underrepresented and overrepresented Member States, from 31 to 69 and from 17 to 29, respectively;

and the number of Member States within range decreases from 132 to 82, and the number of unrepresented Member States remains at 12.

Scenario 7: increase base figure to include all posts in the Professional and higher categories under the regular budget and extrabudgetary resources

34. In this scenario, all posts in the Professional and higher categories under the regular budget and extrabudgetary[3] resources are included in the base figure so increasing the base figure to 10,300 posts and staff with geographical status increases to 7,893 staff members. Under this scenario, the number of unrepresented Member States decreases from 12 to 7. The number of underrepresented and overrepresented Member States increases from 31 to 118 and 17 to 38, respectively, and number of Member States within range would be reduced from 132 to 29.

C. Scenario Group III: weighted ranges (annex I, table 1, scenarios 8-13)

35. In these scenarios changes are made by the application of a weighted system of ranges (see annex II, table, for the methodology for deriving the weighted ranges). The weighted system of ranges applies different weights to each grade level based on the gross salary per annum payable at that grade. As a result, a senior level staff is apportioned a greater weight than a junior level staff member. Using the weighted base figure, several different scenarios are then calculated by varying the weights of membership, population and contribution as similarly applied in Scenario Group I and by expanding the base figure and staff with geographical status as similarly applied in Scenario Group II.

Scenario 8: weighted base figure

36. In this scenario, the based figure as at 30 June 2010 of 3,300 posts and 2,886 staff with geographical status is used to calculate a weighted base figure for Member States while weightings of membership, population and contribution are not changed. This results in increases in the number of underrepresented and overrepresented Member States, increasing from 31 to 34 and 17 to 30, respectively. The number of Member States within range decreases from 132 to 116; the number of unrepresented Member States remains at 12.

Scenario 9: increase weighted base figure to include all posts in the Professional and higher categories under the regular budget

37. In this scenario all posts at the Professional and higher categories under the regular budget are incl ded in the weighted base figure (similar to scenario 6), while weightings of membership, population and contribution are not changed. This results in two fold increases in the number of underrepresented and overrepresented Member States, increasing from 31 to 70 and 17 to 35, respectively. The number of Member States within range decreases from 132 to 75, while the number of unrepresented Member States remains at 12.

[3] Extrabudgetary includes assessed peacekeeping budgets and trust funds.

Scenario 10: increase weighted base figure to include all posts in the Professional and higher categories under the regular budget and extrabudgetary resources

38. In this scenario, the weighted ranges are calculated with the weighted base figure being expanded to include all posts in the Professional and higher categories under the regular budget and extrabudgetary (similar to scenario 7) and weightings of membership, population and contribution are not changed. This results in a decrease in the number of unrepresented Member States, from 12 to 7. The number of underrepresented and overrepresented Member States increases from 31 to 105 and 17 to 53, respectively, and the number of Member States within range will be reduced from 132 to 27.

Scenario 11: weighted base figure, increase membership weighting, decrease population and contribution weightings

39. In this scenario, the weighted range is calculated similar to scenario 8, while membership is given a weighting of 100 per cent and population and contribution are zero per cent (similar to scenario 1). This results in the number of underrepresented Member States increasing by nearly four-fold, from 31 to 123. While the number of Member States within range decreases from 132 to 30, the number of overrepresented Member States increases from 17 to 27 and the number of unrepresented Member States remains at 12.

Scenario 12: weighted base figure, increase contribution weighting, decrease membership and population weightings

40. In this scenario, the weighted range is calculated similar to scenario 8, while contribution is given a weighting of 100 per cent and the membership and population are zero per cent (similar to scenario 3). This results in a decrease in the number of underrepresented Member States, from 31 to 17, and increases in the number of overrepresented Member States, from 17 to 27, and Member States within range, from 132 to 136. The number of unrepresented Member States remains at 12.

Scenario 13: weighted base figure, increase membership and population weightings, decrease contribution weightings

41. In this scenario, the weighted range is calculated similar to scenario 8, while membership is given a weighting of 75 per cent, population at 10 per cent and contribution factor at 15 per cent (similar to scenario 4). This results in the number of underrepresented and overrepresented Member States increasing from 31 to 107 and from 17 to 28, respectively; the number of Member States within range decreases by nearly three-folds from 132 to 45; and the number of unrepresented Member States does not change from 12.

V. Conclusion and recommendation

42. The present report shows the impact on the system of geographical distribution if changes were to be made to the weights of existing factors (membership, population and contribution) to determine the desirable ranges of representation for Member States, as well as to the base figure of number of posts included in the system of desirable ranges. The various scenarios described in the report show how

changing the weights of the factors will result in changes in the representation status of Member States. The same is true when the base figure is expanded to include staff currently not having geographic status.

43. Notwithstanding any decision of the General Assembly regarding weights given to each factor, the Secretary-General would like to highlight to the General Assembly his continued efforts to address the issues surrounding representation of Member States in the Secretariat. The efforts of the Secretary-General include ensuring that selection decisions take into consideration, among other factors, the nationality of recommended candidates. This includes dedicated outreach services. The Organization has and will continue to engage in targeted outreach campaigns designed to foster an understanding of careers in the Secretariat and to encourage applications from nationals of unrepresented and underrepresented Member States.

44. The Secretary-General recommends that the General Assembly consider the scenarios presented in the present report and give further guidance to the Secretariat, as appropriate.

Annex I

Table 1

Comparative summary of potential Member State representation based on the scenarios as at 30 June 2010

Groups	#	Scenarios	Base figure (No. of posts)	Staff with geographic status	Weightings (percentage)			Member States' representation*			
					Membership	Population[a]	Contribution[a]	Un-	Under	Within range	Over
		Representation situation as at 30 June 2010	**3 300**	**2 886**	**40**	**5**	**55**	**12**	**31**	**132**	**17**
I: varying the weights of existing factors within the current base figure	1	Increase membership weighting, decrease population and contribution weightings	3 300	2 886	100	0	0	12	128	29	23
	2	Increase population weighting, decrease membership and contribution weightings	3 300	2 886	0	100	0	12	30	122	28
	3	Increase contribution weighting, decrease membership and population weightings	3 300	2 886	0	0	100	12	21	140	19
	4	Increase membership and population weightings, decrease contribution weightings	3 300	2 886	75	10	15	12	112	46	22
	5	Increase contribution weighting, decrease membership weighting	3 300	2 886	25	5	70	12	17	146	17
II: changes the number of posts in the base figure through the inclusion of new funding categories	6	Increase base figure to include all posts in the Professional and higher categories under the regular budget	4 300	3 795	40	5	55	12	69	82	29
	7	Increase base figure to include all posts in the Professional and higher categories under the regular budget and extrabudgetary**	10 300	7 893	40	5	55	7	118	29	38

			Base figure (No. of posts)	Staff with geographic status	Weighted base figure	Weightings (percentage) Membership	Population[a]	Contribution[b]	Member States' representation* Un	Under	Within range	Over
	8	Weighted base figure	3 300	2 886	312 307	40	5	55	12	34	116	30
	9	Increase weighted base figure to include all posts in the Professional and higher categories under the regular budget	4 300	3 795	397 757	40	5	55	12	70	75	35
	10	Increase weighted base figure to include all posts in the Professional and higher categories under the regular budget and extrabudgetary**	10 300	7 893	931 584	40	5	55	7	105	27	53
III: weighted ranges (see annex II, table)	11	Weighted base figure, increase membership weighting, decrease population and contribution weightings	3 300	2 886	312 307	100	0	0	12	123	30	27
	12	Weighted base figure, increase contribution weighting, decrease membership and population weightings	3 300	2 886	312 307	0	0	100	12	17	136	27
	13	Weighted base figure, increase membership and population weightings, decrease contribution weightings	3 300	2 886	312 307	75	10	15	12	107	45	28

Note:

* Un = Unrepresented, Under = underrepresented, Within = within range, Over = overrepresented.

** Extrabudgetary includes assessed peacekeeping budgets and trust funds.

[a] See 2010 World Population Estimates, Department of Economic and Social Affairs, United Nations, 2009 (available from http://esa.un.org/unpp/index.asp?panel=1).

[b] See General Assembly resolution 64/248.

Table 2

Comparative analysis for each individual Member State of their potential representation based on the scenarios as at 30 June 2010

		Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					*II: changes the number of posts in the base figure through the inclusion of funding categories*		*III: weighted ranges*					
Member State	*Representation situation as at 30 June 2010*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Afghanistan	Under	Under	Under	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Albania	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Within
Algeria	Within	Under	Under	Within	Under	Within	Within	Under	Within	Within	Within	Under	Within	Under
Andorra	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Angola	Under	Under	Under	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Antigua and Barbuda	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Argentina	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Armenia	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Within
Australia	Over	Over	Over	Under	Over	Within	Within	Within	Over	Over	Over	Over	Within	Over
Austria	Over	Over	Over	Within	Over	Over	Within	Under	Over	Within	Within	Over	Over	Over
Azerbaijan	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Bahamas	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Within
Bahrain	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Bangladesh	Within	Under	Under	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Barbados	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Under
Belarus	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Belgium	Within	Within	Over	Under	Within	Under	Within	Within	Within	Within	Over	Over	Under	Over
Belize	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Benin	Within	Under	Within	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Bhutan	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Bolivia (Plurinational State of)	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Bosnia and Herzegovina	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Within	Under	Within	Under

Member State	Representation situation as at 30 June 2010	Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Botswana	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Brazil	Within	Over	Under	Under	Over	Within	Under	Under	Within	Within	Under	Over	Within	Over
Brunei Darussalam	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Bulgaria	Over	Within	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Burkina Faso	Under	Under	Under	Within	Under	Within	Within	Within	Under	Within	Over	Under	Within	Under
Burundi	Within	Under	Within	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Cambodia	Under	Under	Under	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Cameroon	Over	Within	Over	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Over
Canada	Within	Over	Over	Under	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over
Cape Verde	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Central African Republic	Within	Under	Within	Within	Under	Within	Within	Under	Within	Under	Under	Under	Within	Under
Chad	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Chile	Within	Within	Over	Over	Within	Within	Over	Within	Over	Over	Over	Within	Over	Within
China	Within	Over	Under	Within	Within	Within	Over	Within	Within	Over	Within	Over	Within	Within
Colombia	Within	Under	Under	Within	Under	Within	Over	Over	Within	Over	Over	Under	Within	Under
Comoros	Un	Un	Un	Un	Un	Un	Un	Under	Un	Un	Under	Un	Un	Un
Congo	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Within	Under	Within	Under
Costa Rica	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Côte d'Ivoire	Within	Under	Within	Within	Within	Within	Within	Over	Within	Within	Over	Under	Within	Within
Croatia	Within	Under	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within
Cuba	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Cyprus	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Czech Republic	Within	Under	Within	Within	Within	Within	Under	Under	Within	Under	Under	Under	Within	Within
Democratic People's Republic of Korea	Un	Un	Un	Un	Un	Un	Un	Under	Un	Un	Under	Un	Un	Un

Member State	Representation situation as at 30 June 2010	Scenarios												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Democratic Republic of the Congo	Within	Under	Under	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Denmark	Within	Within	Over	Under	Within	Under	Within	Under	Within	Within	Within	Within	Within	Within
Djibouti	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Dominica	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Dominican Republic	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Ecuador	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Egypt	Over	Within	Under	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Within
El Salvador	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Within
Equatorial Guinea	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Eritrea	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Estonia	Within	Under	Within	Within	Under	Within	Within	Under	Within	Under	Under	Under	Within	Under
Ethiopia	Over	Within	Under	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Within
Fiji	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Within	Under	Within	Within
Finland	Under	Under	Within	Under	Under	Under	Within	Under	Under	Within	Under	Under	Under	Within
France	Within	Over	Over	Under	Over	Within	Over	Over	Over	Over	Over	Over	Under	Over
Gabon	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Gambia	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Over	Under	Within	Within
Georgia	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Germany	Within	Over	Over	Under	Over	Within	Under	Under	Over	Under	Under	Over	Under	Over
Ghana	Within	Within	Within	Within	Within	Within	Within	Over	Over	Over	Over	Within	Over	Within
Greece	Within	Within	Over	Within	Within	Within	Under	Under	Within	Within	Under	Within	Within	Within
Grenada	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Guatemala	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Guinea	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Within	Under	Within	Under

Member State	Representation situation as at 30 June 2010	Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Guinea-Bissau	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Guyana	Within	Within	Within	Within	Within	Within	Over	Within	Over	Over	Over	Within	Over	Within
Haiti	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Within	Under	Within	Under
Honduras	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Hungary	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Within	Over	Within
Iceland	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
India	Within	Over	Under	Over	Under	Within	Within	Over	Over	Over	Over	Over	Over	Within
Indonesia	Within	Within	Under	Over	Under	Within	Under	Under	Within	Under	Under	Within	Over	Under
Iran (Islamic Republic of)	Under	Under	Under	Within	Under	Under	Under	Under	Under	Under	Under	Under	Within	Under
Iraq	Within	Under	Under	Within	Under	Within	Under	Under	Within	Under	Within	Under	Within	Under
Ireland	Within	Within	Within	Within	Within	Within	Within	Over	Within	Within	Over	Within	Within	Within
Israel	Within	Within	Over	Within	Within	Within	Within	Under	Within	Within	Under	Within	Within	Within
Italy	Over	Over	Over	Under	Over	Within	Within	Under	Over	Within	Within	Over	Under	Over
Jamaica	Within	Under	Within	Within	Within	Within	Within	Within	Within	Within	Within	Under	Within	Within
Japan	Under	Over	Over	Under	Over	Under	Under	Under	Under	Under	Under	Over	Under	Over
Jordan	Within	Under	Within	Within	Within	Within	Over	Over	Within	Over	Over	Within	Within	Within
Kazakhstan	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Kenya	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Kiribati	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
Kuwait	Un	Un	Un	Un	Un	Un	Un	Under	Un	Un	Under	Un	Un	Un
Kyrgyzstan	Within	Under	Within	Within	Under	Within	Within	Under	Within	Under	Under	Under	Within	Under
Lao People's Democratic Republic	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Latvia	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Lebanon	Over	Within	Over	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Within
Lesotho	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under

		Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
Member State	Representation situation as at 30 June 2010	1	2	3	4	5	6	7	8	9	10	11	12	13
Liberia	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Within	Under	Within	Under
Libyan Arab Jamahiriya	Under	Under	Within	Within	Under	Under	Under	Under	Under	Under	Under	Under	Within	Under
Liechtenstein	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
Lithuania	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Luxembourg	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Madagascar	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Malawi	Within	Under	Within	Within	Within	Within	Within	Within	Within	Within	Within	Under	Within	Under
Malaysia	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Over	Within	Within	Within
Maldives	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Mali	Within	Under	Within	Within	Under	Within	Within	Within	Within	Over	Over	Under	Within	Within
Malta	Within	Under	Within	Within	Under	Within	Within	Under	Within	Under	Under	Under	Within	Under
Marshall Islands	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
Mauritania	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Within	Under	Within	Under
Mauritius	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Within	Under	Within	Under
Mexico	Within	Over	Within	Under	Over	Under	Under	Under	Within	Under	Under	Over	Under	Over
Micronesia (Federated States of)	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Monaco	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Mongolia	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Montenegro	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Morocco	Within	Under	Within	Within	Within	Within	Over	Over	Within	Over	Over	Under	Within	Within
Mozambique	Within	Under	Under	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Myanmar	Within	Under	Under	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Namibia	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Nauru	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
Nepal	Within	Under	Under	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under

Member State	Representation situation as at 30 June 2010	Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Netherlands	Within	Over	Over	Under	Over	Within	Within	Under	Over	Within	Within	Over	Under	Over
New Zealand	Within	Under	Within	Within	Within	Within	Within	Within	Within	Within	Over	Under	Within	Within
Nicaragua	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Niger	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Within	Under	Within	Under
Nigeria	Within	Within	Under	Over	Within	Over	Within	Over	Over	Over	Over	Over	Over	Within
Norway	Under	Within	Over	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under	Within
Oman	Under	Under	Within	Within	Under	Under	Under	Under	Under	Under	Under	Under	Within	Under
Pakistan	Within	Within	Under	Within	Under	Within	Within	Over	Within	Within	Over	Within	Over	Under
Palau	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
Panama	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Papua New Guinea	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Paraguay	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Peru	Within	Under	Within	Within	Under	Within	Within	Over	Within	Over	Over	Under	Within	Within
Philippines	Over	Over	Under	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Poland	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under	Within
Portugal	Within	Within	Over	Within	Within	Within	Under	Under	Within	Under	Under	Within	Within	Within
Qatar	Under	Under	Within	Within	Under	Under	Under	Under	Under	Under	Under	Under	Within	Under
Republic of Korea	Under	Over	Over	Under	Over	Under	Under	Under	Within	Under	Under	Over	Under	Over
Republic of Moldova	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Romania	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within	Within	Over	Within
Russian Federation	Over	Over	Within	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Rwanda	Within	Under	Within	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Saint Kitts and Nevis	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Saint Lucia	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under

		Scenarios[a]												
		I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
Member State	Representation situation as at 30 June 2010	1	2	3	4	5	6	7	8	9	10	11	12	13
Saint Vincent and the Grenadines	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Samoa	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
San Marino	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Sao Tome and Principe	Un	Un	Un	Un	Un	Un	Un	Under	Un	Un	Under	Un	Un	Un
Saudi Arabia	Under	Under	Under	Under	Under	Under	Under	Under	Under	Under	Under	Under	Under	Under
Senegal	Within	Under	Within	Within	Within	Within	Over	Over	Within	Over	Over	Within	Within	Within
Serbia	Within	Under	Within	Within	Within	Within	Within	Within	Within	Within	Over	Under	Within	Within
Seychelles	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Sierra Leone	Under	Under	Within	Within	Under	Within	Under	Over	Under	Under	Over	Under	Within	Under
Singapore	Within	Within	Within	Within	Within	Within	Within	Under	Within	Within	Under	Within	Within	Within
Slovakia	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Within
Slovenia	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Solomon Islands	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Somalia	Within	Under	Within	Within	Under	Within	Under	Within	Within	Under	Within	Under	Within	Under
South Africa	Over	Over	Within	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over	Over
Spain	Under	Over	Over	Under	Over	Under	Over	Within	Within	Over	Within	Over	Under	Over
Sri Lanka	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Over	Under	Within	Under
Sudan	Within	Under	Under	Within	Within	Within	Over	Over	Within	Over	Over	Under	Within	Within
Suriname	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Swaziland	Within	Under	Within	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Sweden	Within	Over	Over	Within	Over	Within	Within	Within	Over	Within	Over	Over	Within	Over
Switzerland	Within	Over	Over	Under	Over	Within	Over	Within	Within	Within	Within	Over	Under	Over
Syrian Arab Republic	Within	Under	Under	Within	Under	Within	Over	Within	Within	Over	Within	Under	Within	Under
Tajikistan	Within	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under

Member State	Representation situation as at 30 June 2010	Scenarios[a] I: varying the weights of existing factors within the current base figure					II: changes the number of posts in the base figure through the inclusion of funding categories		III: weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Thailand	Within	Within	Under	Within	Within	Within	Within	Under	Over	Within	Within	Within	Over	Within
The former Yugoslav Republic of Macedonia	Within	Under	Within	Within	Under	Within	Within	Under	Within	Within	Under	Under	Within	Under
Timor-Leste	Un	Un	Un	Un	Un	Un	Un	Under	Un	Un	Under	Un	Un	Un
Togo	Within	Under	Within	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Under
Tonga	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Trinidad and Tobago	Over	Within	Over	Over	Within	Over	Over	Within	Over	Over	Over	Within	Over	Over
Tunisia	Within	Under	Within	Within	Within	Within	Over	Over	Within	Over	Over	Under	Within	Within
Turkey	Under	Within	Under	Under	Under	Under	Under	Under	Under	Under	Under	Within	Under	Under
Turkmenistan	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Tuvalu	Under	Under	Within	Within	Under	Within	Under	Under	Under	Under	Under	Under	Within	Under
Uganda	Over	Within	Within	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Over
Ukraine	Over	Within	Within	Over	Within	Over	Over	Over	Over	Over	Over	Over	Over	Over
United Arab Emirates	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un
United Kingdom of Great Britain and Northern Ireland	Under	Over	Over	Under	Over	Under	Within	Within	Within	Within	Over	Over	Under	Over
United Republic of Tanzania	Within	Under	Under	Within	Under	Within	Within	Over	Within	Within	Over	Under	Within	Within
United States of America	Under	Over	Over	Under	Over	Under	Under	Under	Within	Within	Within	Over	Under	Over
Uruguay	Within	Within	Within	Within	Within	Within	Over	Over	Over	Over	Over	Within	Over	Within
Uzbekistan	Within	Under	Within	Within	Within	Within	Within	Under	Within	Within	Under	Under	Within	Under
Vanuatu	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un	Un

Member State	Representation situation as at 30 June 2010	Scenarios[a] I. varying the weights of existing factors within the current base figure					II. changes the number of posts in the base figure through the inclusion of funding categories		III. weighted ranges					
		1	2	3	4	5	6	7	8	9	10	11	12	13
Venezuela (Bolivarian Republic of)	Within	Within	Within	Over	Within	Over	Within	Under	Over	Over	Within	Within	Over	Within
Viet Nam	Within	Under	Under	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Yemen	Within	Under	Under	Within	Under	Within	Under	Under	Within	Under	Under	Under	Within	Under
Zambia	Within	Under	Within	Within	Under	Within	Within	Within	Within	Within	Over	Under	Within	Under
Zimbabwe	Over	Within	Over	Over	Within	Over	Over	Over	Over	Over	Over	Within	Over	Over

[a] Un = Unrepresented, Under = underrepresented, Within = within range, Over = overrepresented.

Annex II

Methodology: Scenario III: weighted ranges (Scenarios # 8 to 13)

1. The overall weighted base figure is derived by taking the percentage of total staff in each grade (see table, second column) and multiplying it by the base figure of 3,300 posts (see table, third column). The resulting figure is weighted by the gross salary per annum in United States dollars divided by 1,000 (see table, fourth column) to produce a weighted base figure (see table, fifth column). The weighted base figures for each grade are added together to get the overall weighted base figure (i.e., 312,307). As at 30 June 2010, the weighted average value of each post was 94.64 points (312,307 divided by 3,300). Accordingly, the weighted membership factor is 124,923 points (40 per cent of 312,307), the weighted population factor is 15,615 points (5 per cent) and the weighted contribution factor is 171,769 points (55 per cent). For each Member State a separate calculation based on the same factors results in a weighted base figure. The weighted midpoint is equal to the sum of the weighted membership, population and contribution factors, and the weighted range is calculated as 15 per cent upwards and downwards (but not less than 454 points up and down — 4.8 times 94.64), with the upper limit being not less than 1,325 points (14 times 94.64). The weighted staff position for each Member State comprises the total number of staff of that country by grade, multiplied by the gross annual salary by grade.

2. Any difference in Member States' representation between the weighted and the non-weighted systems of ranges is determined by the way the staff of any country is distributed over the different grades in the Professional and higher categories. In case of an even distribution of staff of a Member State from the P-2 to the D-2 grade and beyond, the difference between the weighted and the non-weighted systems of ranges is minimal, and an application of the weighted system will not lead to changes in the representation status of that Member State. If the staff is not evenly spread over the grades, changes in the Member State's representation status may occur.

Table
Methodology for deriving weighted ranges

	(1)	*(2)*	*(3)=(2) x base*	*(4)*	*(5)=(3) x (4)*
Grade	*Number of staff*	*Percentage of total*	*Weighted number of staff*	*Salary*[a]	*Weighted base figure*
USG	27	0.94	30.87	201	6 206
ASG	20	0.69	22.87	183	4 185
D-2	71	2.46	81.19	150	12 178
D-1	249	8.63	284.72	137	39 007
P-5	533	18.47	609.46	113	68 869
P-4	828	28.69	946.78	93	88 050
P-3	732	25.36	837.01	76	63 612
P-2	426	14.76	487.11	62	30 201
Total	**2 886**	**100.00**	**3 300.00**		**312 307**

[a] Gross annual salary, in United States dollars, divided by 1,000. Salary scale effective 1 January 2010 (ST/IC/2010/4).

United Nations A/65/305/Add.3

General Assembly

Distr.: General
2 September 2010

Original: English

Sixty-fifth session
Item 136 of the provisional agenda*
Human resources management

Human resources management reform: the Talent Management tool, Inspira

Report of the Secretary-General

Summary

The present report provides information on the implementation of the new human resources management system, Inspira, pursuant to section XIII, paragraph 3, of General Assembly resolution 63/250. Inspira provides the technological foundation for staffing, performance management and learning management and replaces current systems supporting those functions (Galaxy, Nucleus and e-PAS). The report describes the background, governance and timeline of the project, Inspira modules and operational support arrangements.

The General Assembly is requested to take note of the report.

* A/65/150.

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I. Overview

1. The present report is submitted pursuant to section XIII, paragraph 3, of General Assembly resolution 63/250, in which the Assembly requested the Secretary-General to report on the implementation of the human resources management information technology system.

2. The General Assembly approved the implementation of a new talent management system in December 2006 in its resolution 61/244. The scope of the system, defined in the report of the Secretary-General entitled "Investing in people" (A/61/255, para. 371), included a new technological infrastructure for e-staffing, a learning management system and a system for reporting and managing data. In accordance with paragraphs 158 and 168 of the report of the Secretary-General dated 14 August 2008 (A/63/282), performance management (the e-PAS) and a career website were also included in the scope of the new talent management system. On the basis of these requirements, the Organization selected Inspira by Oracle as the software foundation for the talent management system.

3. The Inspira software is delivered in modules (such as e-staffing and e-performance) that integrate with each other. Learning management was another module offered by the vendor. The Chief Information Technology Officer of the United Nations recommended in late 2008 that the Oracle enterprise learning management module be considered instead of conducting a procurement process for a separate system, and following negotiations with the vendor the Oracle enterprise learning management module was also purchased. Incorporating this module into the Inspira platform allowed the Organization to take advantage of existing project infrastructure and governance. A single platform for talent management also addresses the concern of the Advisory Committee on Administrative and Budgetary Questions regarding the potential for the proliferation of databases, resulting in fragmented and incompatible information systems, as well as inefficiencies and duplication of effort (see A/63/746, para. 78).

4. Inspira provides the technological infrastructure required to support talent management, which is comprised of staffing, performance management and learning management. The new Inspira system replaces the systems that currently support staffing and performance management (Galaxy, Nucleus and e-PAS). Inspira also brings new technological support to learning management, which was not previously available. It also encompasses foundational elements for cross-business processes such as position management, a careers portal and reporting.

5. Inspira supports the business requirements for human resources management in both headquarters locations and field missions, supporting the organizational direction for an integrated headquarters and field. With Inspira, the capacity of the Organization to plan, execute, monitor and report on issues related to its talent on a global basis is significantly strengthened. Staff benefit through a single sign-on, single profile and common navigation scheme.

II. Project governance and implementation

A. Governance

6. A project steering committee for the talent management system was established in March 2007. The role of the committee is to oversee and direct the project and it is chaired by the Assistant Secretary-General for Human Resources Management. Committee members include representatives from the Office of Human Resources Management, the Field Personnel Division of the Department of Field Support, and the Office of Information and Communications Technology.

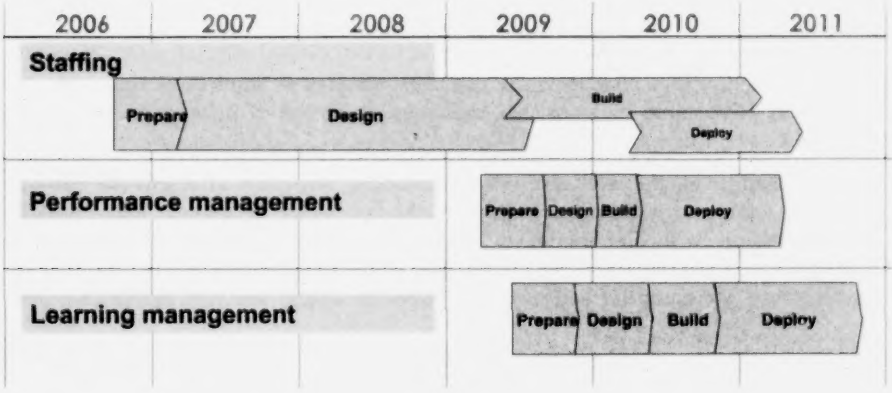
7. Inspira was developed with full support from the Office of Information and Communications Technology. In addition to dedicating a Director from that Office to the talent management project steering committee, the Office provided the project team with ongoing advice and support to ensure alignment with other technology initiatives.

8. A project management office oversees the daily workings of the project, comprised of project team leaders and representatives of key stakeholders, and reporting directly to the project steering committee. The project management office provides coordination across project teams and raises key issues to the project steering committee for resolution.

9. The Inspira team has worked with the Umoja project team throughout the duration of the project to ensure alignment between these two initiatives. The Umoja and Inspira teams are collaborating to identify and deal with specific integration points. Coordination between Inspira and Umoja is done through weekly meetings between the project teams. Content-specific workshops have been conducted to ensure a common understanding of interfaces between the two projects. Both the Oracle Software and SAP (Umoja's technical platform) are industry standards and are used together in other organizations of the United Nations system. The United Nations will therefore be able to leverage vendor experience and interoperable system capabilities.

B. Timeline

Figure I
Consolidated Inspira project timeline



10. Deployment of Inspira began in April 2010 and will continue through 2011. As reflected in figure I, Inspira development followed standard project management phases. The "Prepare" phase included activities conducted after the decision was made to move forward with the project. A project charter was created defining scope, governance and an overall project plan. In the "Design" phase, extensive consultations were undertaken with key stakeholders to develop business processes that reflected policies. The process design work started with conceptual frameworks and moved through greater levels of detail, concluding in production of detailed business requirements that guided application development. Code was written and tested in the "Build" phase, which also included migration of staff data from legacy systems into Inspira. The program code was released in the "Deploy" phase.

11. Inspira supports approximately 44,000 staff, in 31 departments and 32 field missions, who are currently being supported using Galaxy, e-PAS and Nucleus. With the deployment of Inspira to the field, locally recruited staff will for the first time participate in the Organization's official human resources systems.

12. Training, communications and other organizational change management activities were conducted to support the transition to Inspira. These activities started during the various "Build" phases and will continue through the "Deploy" phases.

13. Inspira training was delivered using a cascading approach (train-the-trainer). Week-long training sessions were conducted at Headquarters and offices away from Headquarters to provide human resources practitioners with the information that they need to be able to carry out their work using Inspira and provide training to their colleagues. In preparation for field deployment, training was held for advanced users in field missions in June 2010 and a train-the-trainer session is planned for November 2010. Detailed user guides have been developed as reference material to address questions from the staff.

14. Multiple modes were used to communicate to staff about Inspira and its deployment. A website was set up specifically to support communications to the staff regarding Inspira. The site provides information on policy, process and the new technology. The site also supports a blog by the Assistant Secretary-General for Human Resources Management on the topic of Inspira. Directors of the Office of Human Resources Management conducted town hall meetings with staff at Headquarters and offices away from Headquarters in the weeks and months before deployment to introduce Inspira and discuss the associated policy changes. Broadcast e-mail messages were also sent to staff.

15. The development and implementation of any system of this size and complexity will result in challenges. Inspira implementation was no exception in this regard. In particular, the implementation of the system did not meet the initial schedule because of a change in the company selected to implement the software, refinement of business requirements and underestimation of resource requirements and effort.

16. A change in the software implementation company affected the project schedule. Owing to circumstances beyond the control of the project team, project implementation with the company initially selected to implement the Oracle software was discontinued in May 2009, 10 months into the contract. At the time of its departure, the company had just completed the fit/gap analysis, the prerequisite

to start development. A new company was selected as the implementation partner and development began in August 2009.

17. A major challenge for the project was aligning development efforts with the substantial policy review and revision, which included integrating the staffing process for Headquarters and the field and culminated in a new staffing policy, issued in April 2010. The project team recognized that requirements would be likely to change as development work began and accepted the risk of redoing some of the work to be able to move forward with development.

18. From a project management perspective, the levels of both resources and effort required were underestimated. Given the initial resource requirement estimates, the project team was created with only a few full-time team members from information technology resources and none from the human resources business areas. Most project team members worked on the Inspira project while continuing other day-to-day duties. This issue was recognized as the deployment date neared and team members were assigned to the project full-time.

19. Beginning in April 2010, the Inspira system entered the stabilization phase. During stabilization, necessary enhancements and fixes are made to the system to improve the user interface and solve technical issues. This phase will end in October 2010.

C. Project costs

20. Figure II provides an overview of project costs to date, along with the approved budget through 2011. Project costs are reported by source (regular budget and support account budget) and year and include contractual services, general temporary assistance and travel costs.

Figure II

Inspira project cost breakdown, by regular budget and support account budget

(Millions of United States dollars)

Source/year	*Cost*	*Percentage*
Regular budget		
2006-2007	—	
2008-2009	2.2	
2010-2011	0.6	
Subtotal	**2.9**	**22**
Support account		
2006/07	—	
2007/08	1.8	
2008/09	2.5	

Source/year	*Cost*	*Percentage*
2009/10	2.5	
2010/11	3.6	
Subtotal	**10.4**	**78**
Total	**13.3**	**100**

III. Inspira modules

A. Staffing

21. Inspira supports the business requirements and new policy of the staff selection system as defined in administrative instruction ST/AI/2010/3. Inspira specifically supports advertising of vacancies on the Internet, collecting applications, screening applicants, scheduling and managing interviews, management of review body processes, review by department heads and finally a transition to the onboarding process.

22. Inspira supports the following specific functionalities, as compared with the legacy recruitment system:

(a) *Rostering and sourcing.* Galaxy provided simple rostering support only. Inspira supports full text search and parameter-based searching abilities;

(b) *Search abilities and screening.* In Galaxy, hiring managers had limited tools to review résumés. Screening of candidates was limited to using simple keyword searches. Inspira offers Boolean (and/or, inclusive, exclusive, etc.) types of searches for various factors. Inspira provides functionality for screening questions or other layers of review to help narrow down the number of candidates;

(c) *Pre-screening.* Galaxy did not include a functionality to automatically determine candidate eligibility. Based on specific parameters, Inspira can determine the eligibility of applicants for the jobs to which they are applying. In cases where there is no clear decision on eligibility, applications are identified as requiring review. This functionality is expected to reduce time-consuming manual review of applications and help the Organization to cope with the overwhelming number of applications received, particularly for field missions;

(d) *Tracking of candidate applications status.* Within Galaxy, the candidate application status only had two values: "under consideration" and "selection made". Inspira provides more detailed status reporting of the progress of candidates through the recruitment process;

(e) *Offers of appointment and onboarding.* Galaxy did not have features to provide offers of appointment. There was no link between the selection decision in Galaxy and the offer and onboarding in the Integrated Management Information System (IMIS). Inspira will support the generation of offer letters and will track completion of other onboarding activities that are currently executed outside the system. This support for onboarding will be transitional in that most of this process will be supported by Umoja once it is deployed.

23. To facilitate the earliest possible implementation of the new staffing policy and owing to the size of the task, development and deployment of the staffing module was broken down into a series of releases. Each release constituted a grouping of system functionalities, as follows:

(a) The first release, deployed at Headquarters and offices away from Headquarters in March 2010, consisted of basic functionality to create job openings and staff/job-seeker profiles;

(b) The second release, deployed in April 2010, extended the user community to the regional commissions and introduced functionality to allow posting of job openings and assessment of applicants. Specific functionality in this release includes applicant pre-screening and selection. The new careers portal was deployed with this release;

(c) Work on the second release will conclude in September 2010 when the functionality for the central review bodies and rostering are deployed;

(d) The release scheduled for November 2010 will include functionality for position management and the onboarding process. Field operations will start using Inspira, including all functionality developed up to that time, when this release is deployed;

(e) A subsequent release for all remaining users is scheduled for February 2011 and will include functionality to administer tests to candidates for substantive assessment, information on the location of field mission openings and support for the reference checking process.

24. An Inspira release is being considered for 2011/12 to extend the staffing process to additional personnel categories, including processing of national competitive examination candidates, consultants and other contracts of less than one year in duration.

B. Performance management

25. Inspira supports the new processes defined in the new performance management and development policy. Specifically, Inspira supports:

(a) Multi-rater feedback;

(b) Supervisor feedback;

(c) Creation of both performance management and career management documents.

26. The new performance management system was deployed on a pilot basis in April 2010. The scope of the pilot included approximately 5,000 users in the Department of Management, the Office for the Coordination of Humanitarian Affairs, the Field Personnel Division of the Department of Field Support, Africa II Division of the Department of Political Affairs, the United Nations Mission in Liberia, the United Nations Integrated Peacebuilding Office in Sierra Leone and the Mexico Office of the Economic Commission for Latin America and the Caribbean. It is expected that the system will be deployed to all departments and duty stations by April 2011.

C. Learning management

27. Inspira will allow for course scheduling, attendee record-keeping and provision of online courses through an e-learning component. The learning management system will improve the efficiency of the planning, management, tracking and reporting of learning across the Secretariat, and facilitate access of staff to online learning options, which is of particular importance for staff in the field. Specifically, Inspira support for learning management includes:

(a) Single sign-on and portal to all learning programmes (instructor-led, online, United Nations and third party);

(b) Easy login or self-registration and enrolment for all learning programmes;

(c) Learning plan management (individual and department/office);

(d) Automated waiting list management;

(e) Class, classroom, participant and instructor management;

(f) Course catalogue and competency management;

(g) Evaluation and impact assessment management;

(h) Management, hosting and tracking for online and e-learning courses.

D. Foundational elements

28. In addition to the major modules, Inspira also encompasses foundational elements, specifically position management, reporting and a careers portal. These elements were developed within the timeline of the staffing module.

29. Position management is the set of processes for the creation and management of staffing tables and the association of positions to posts. The staff data and organizational structures in the staffing tables are used in the staffing process. Position management functionality is critical for managing human resources in field missions as Inspira replaces Nucleus. This functionality will also be useful for Executive Officers in Headquarters departments who currently use spreadsheets and other computer-based tools to manage staffing tables. The position management function will move to Umoja once that system is deployed.

30. Inspira's data warehouse and reporting module provides powerful analysis and reporting tools. These tools support the reporting requirements that were identified for each module and will aggregate data from Inspira and IMIS. The reporting tools will be used to set targets and track performance for the different human resources processes within the scope of Inspira, replacing the current platform used to report on similar indicators in the human resources action plans. These tools will also facilitate preparing other human resources reports, such as the United Nations demographics report on the composition of the Secretariat.

31. Inspira also includes a new careers portal, which replaces the former United Nations jobs site. The careers portal improves on the current jobs website of the Galaxy system by providing a more contemporary graphical interface and better information about the Organization and employment opportunities for job seekers.

Potential applicants can find information about the remuneration scales for various levels, learn about job networks and job families and see real examples of staff members' careers.

IV. Operational support

32. Inspira users are supported by a new support centre located at the Economic and Social Commission for Asia and the Pacific, which provides help desk support, maintenance and development for Inspira.

33. Since the launch of the system in April 2010, the Inspira support centre has provided help desk support for external candidates for jobs as well as staff members and human resource practitioners at Headquarters and in the field. Through early July 2010, the Inspira support centre help desk received over 6,000 queries from staff members and external applicants, primarily regarding system access, performance and data quality. Technical problems are being prioritized and addressed. Using data from the help desk and working with the various departments and offices, the Inspira support centre works proactively to identify and implement system enhancements. The support centre is also in the process of establishing indicators to measure the service levels in responding to requests for support from users.

34. The Inspira support centre is responsible for management and hosting all technical infrastructure (hardware, software and connectivity) for the Inspira system. The Inspira support centre also oversees provision of disaster recovery, which is provided through the data centre of the company implementing the Inspira software.

V. Action to be taken by the General Assembly

35. The General Assembly is requested to take note of the present report.

United Nations A/65/305/Add.4

General Assembly

Distr.: General
2 September 2010

Original: English

Sixty-fifth session
Item 136 of the provision agenda*
Human resources management

Human resources management reform: young professionals programme

Report of the Secretary-General

Summary

The present report is submitted pursuant to section IV, paragraph 2, of General Assembly resolution 63/250, in which the Assembly requested the Secretary-General to submit a feasibility study, building on audit reports, to determine whether the broadening of the scope of the national competitive recruitment examination would serve to further strengthen the capacity of the Organization for programme delivery. In the same resolution, the Assembly also requested the Secretary-General to ensure the expeditious placement of successful exam candidates and to report on the implementation of the recommendations of the Joint Inspection Unit aimed at reducing the length of the exam process and improving roster management, as well as setting time frames for the completion of the process. The present report addresses the aforementioned requests and makes the case for an enhanced programme for entry-level in the Professional category.

* A/65/150.

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I. Introduction

A. Background

1. The primary mechanism for bringing young professionals into the Organization at the entry level is through the national competitive recruitment examination. The examination was first introduced in 1974 pursuant to General Assembly resolution 2736 (XXV), in which the Assembly approved guidelines for the recruitment of staff for the Secretariat. In paragraph 2 (d) of the resolution, the Assembly indicated that in the interest of long-term recruitment planning policies, special efforts should be made to recruit qualified young men and women for service with the United Nations through the development of more objective selection methods, such as, wherever appropriate, open competitive examinations. In 1980, the General Assembly, in its resolution 35/210, decided that for posts at the P-1 and P-2 levels, recruitment shall be made as a rule through competitive examinations. The exam is now an annual programme that attracts around 8,500 applicants, convokes approximately 2,700 candidates and places about 130 individuals a year on a roster for future recruitment to entry-level Professional positions.

2. The General Assembly, in its resolution 63/250, requested the Secretary-General to submit a feasibility study to determine whether the broadening of the scope of the national competitive recruitment examinations would strengthen the capacity of the Organization for programme delivery; to ensure the expeditious placement of successful candidates from the examinations; and to report on the implementation of the recommendations of the Joint Inspection Unit (JIU) aimed at reducing the length of the examination process and improving roster management, as well as setting time frames for the completion of the process. The Assembly also noted with concern that a large number of candidates who had passed the examination remained on the roster for years; welcomed the enhanced efforts of the Secretary-General to centrally manage the placement of successful candidates and requested him to intensify those efforts and to report thereon at the sixty-fifth session; and recognized the importance of the Secretary-General providing career development opportunities and support, including enhancing mobility for all staff.

B. Current problems

3. JIU conducted a review of the national competitive recruitment examination as a recruitment tool in 2007 (see A/62/707), along with a review examining the young professionals in the Organization (A/55/798) and a review of the age structure of the human resources in the Organization (see A/62/628). In addition, the Secretariat conducted a business process review of the national competitive recruitment examinations using the Lean Six Sigma methodology, with a view to identifying the bottlenecks that delay the process in order to streamline and reduce the length of the process. These reviews have highlighted several areas of concern, including the high age of staff in the Organization, the high age of staff at junior levels versus expected qualifications, the lengthy national competitive recruitment examination process and limited opportunities for career development for junior professionals. In particular, the JIU report on the examination as a recruitment tool reinforced the view that, while the current system is a cost-effective tool to provide qualified professionals

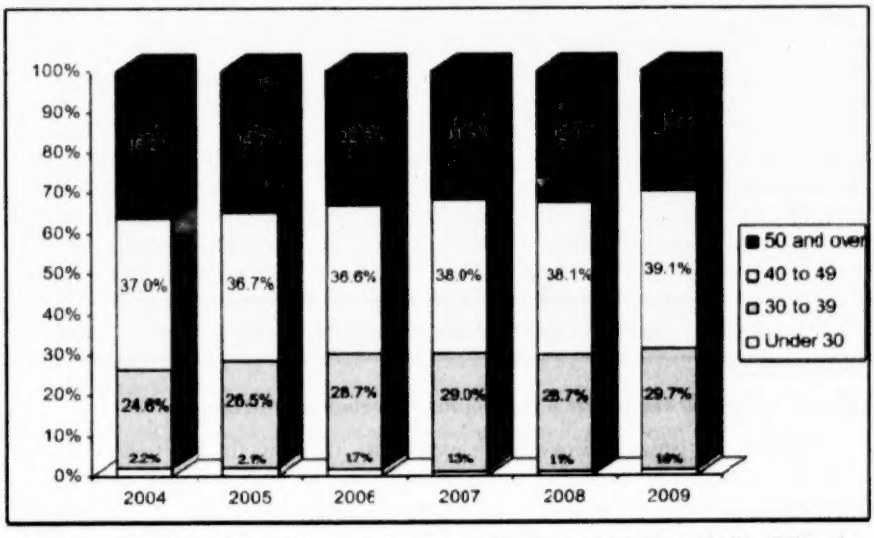
for the Organization to improve geographical representation and gender balance, it does not fully and efficiently address the growing needs of the Organization. The related recommendations of JIU are provided in annex I.

1. High age of staff in the Organization

4. The Organization's current demographic is provided in figures I to III below. As indicated in figure I, as at 30 June 2009, 68.6 per cent of staff in the Professional category were over the age of 40, while 29.5 per cent were over 50. While the over-50 age group has decreased since 2004, the 40-49 and 30-39 age groups have increased. Only 1.6 per cent of staff are under 30 years of age. As shown in figure II, in 2009, the average age of staff at the P-1 and P-2 levels was 32.1 and 37.2 years, respectively, and had grown steadily since 2004. At the P-3 level, the average age was 42.7 years, which had decreased compared to 2004. It should also be noted that the average age of entry into the United Nations in the Professional category is 39.9 years.

5. The average entry age of staff at the P-2 and P-3 levels has also increased consistently since 2004, with the average at the P-2 and P-3 levels in 2009 being 34.5 and 39.2, respectively, as illustrated in figure III. This high average age is the result of many factors, including the fact that candidates can take the exam up to the age of 32, the lengthy process for marking the exam and the long time that successful candidates remain on the roster awaiting placement. Moreover, the number of occupational groups tested during the examination has increased since its inception, while the posts available to those candidates successful in the more specific occupational groups are very limited. This has caused further delays in the placement of those candidates.

Figure I
Distribution of staff in the Professional category, by age group



Note: The population includes all types of contracts of one year or longer, excluding Tribunals and including National Officers (as at 30 June each year).

Figure II
Average age of staff in the Professional category, P-1 to P-3

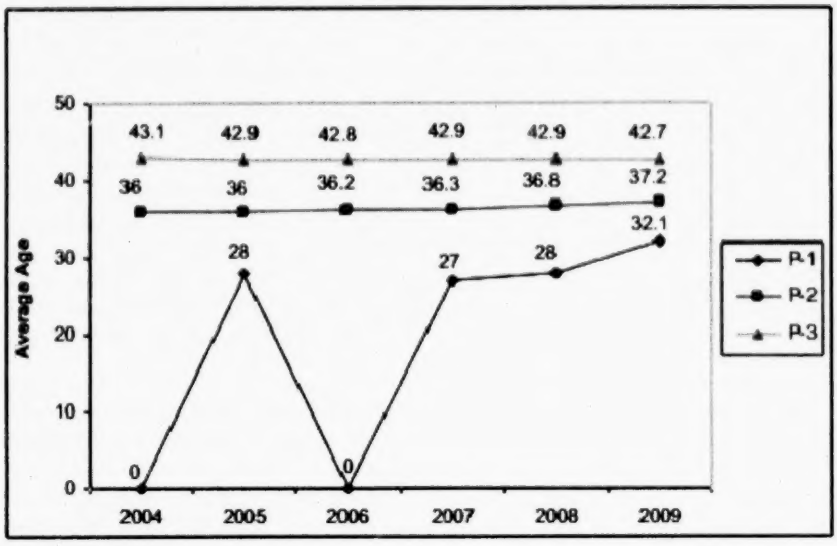
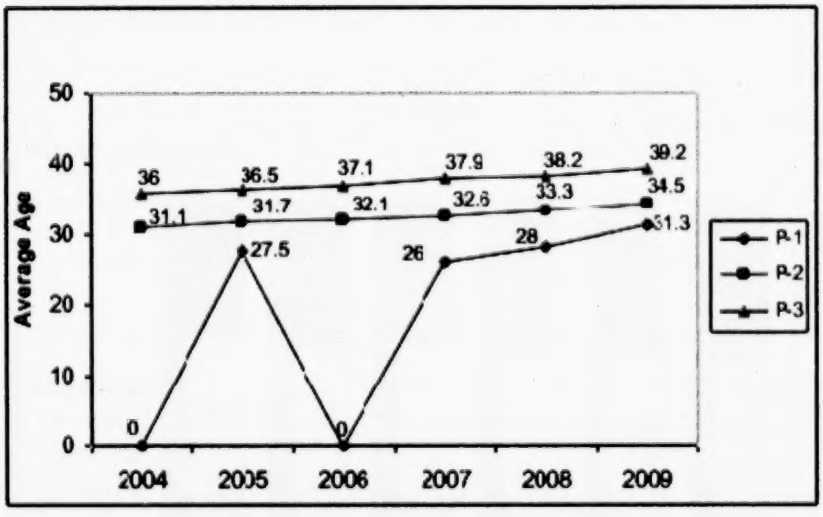


Figure III
Average age of entry of staff in the Professional category, P-1 to P-3



2. High age of staff at the junior levels versus expected qualifications

6. There is a mismatch between the experience required for positions at junior levels (P-1 and P-2) and the actual experience of the national competitive recruitment examination candidates who enter the Organization. As mentioned, the average age of staff currently entering at the P-2 level as at 30 June 2009 was 34.5. Given the high average entry age, the successful candidates have usually acquired skills and experience before joining the Organization that are greater than the

requirements at the P-2 level. Once placed, those staff then spend three to four years at the P-2 level before they are promoted to the P-3 level. As a result, their skills and experience are again often greater than the requirements for P-3 positions. This gap between experience and level creates frustrations for junior staff and ultimately has a negative impact on staff motivation and job satisfaction, resulting sometimes in staff leaving the Organization.

3. Lengthy process

7. The time it takes to conduct the examination is too long. It was noted in the business process review conducted by the Secretariat that the period of time from the announcement of the examination to the placement of a candidate on the roster may be as long as 24 months. Owing to the low number of P-2 posts, placement from the roster into a post in the Secretariat may also take a significant amount of time.

8. In the business process review, two specific parts of the process were identified as being particularly lengthy: the application period and the marking period. Until 2009, the application period extended for six months, adding significant time to the overall process. However, in order to shorten the process, the application period for examinations in 2010 was reduced to three and a half months. The marking period varies greatly and may take up to 14 months. The delay in the marking of examinations is due mainly to the lack of ownership at the departmental level of dedicated resources for marking. The marking of the examinations has been undertaken by volunteers released by substantive departments on the basis of goodwill towards the national competitive recruitment examination programme. Securing the release of examination markers at the most convenient time in the process has not always happened. In the current round of examinations, before announcing the examinations, the heads of departments were requested to nominate the board members who will be marking the examinations in a dedicated time period.

9. In addition to this trend, the lack of guaranteed placement of successful candidates has further eroded the effectiveness of the examination. On average, each year the number of candidates passing the examination exceeds the number of available vacancies, resulting in a roster that has had as many as 500 candidates. The resulting impact has been that many candidates have remained on the roster for years, and the probability of selection decreases each year, with a notable drop after four and a half years. In addition, communication between the candidates, recruiters and hiring managers has not been periodic or consistent. In many instances, candidates have gone months without any updates from the Organization on the progress of examinations or on possible openings that may be of interest to those on the roster. The Secretariat has identified this lack of adequate communication as a major impediment to an expedient recruitment process, which has a negative impact on the placement of successful rostered candidates.

10. Furthermore, the current examination process not only involves a great deal of manual, labour-intensive components and elements, but also entails complicated logistical arrangements. These factors make it impossible to allow the test to be given to a larger pool of candidates.

4. Limited career development for staff at the junior levels

11. Junior staff have often experienced disappointment and dissatisfaction with the level of career development support and opportunities provided once they have entered the Organization. The national competitive recruitment examination has historically focused predominantly on the recruitment process. While enhancements have been made in the form of orientation and mobility programmes, junior staff often have had limited opportunities for exposure to different facets of the Organization, particularly to the field, and career development has not been made a central focus. Current career development support and opportunities for upward mobility are lacking. For example, in terms of career progression, although there is a mechanism for encouraging the promotion of Staff recruited through the national competitive recruitment examination from the P-2 to the P-3 level, it has not been enforced in a systematic way across the Organization. Therefore, in some cases, such staff remain at the P-2 level for a lengthy period of time.

II. Vision for a new young professionals programme

12. To address the problems set out above, a new young professionals programme for the United Nations would integrate the outreach, recruitment, placement, career development and mobility of entry-level staff into one centrally managed process while fostering the goal of the national competitive recruitment examination to increase the diversity of the Secretariat and improve its geographical representation. It would build on the strengths of and expand on the currently established systems, policies and practices of the Organization and would employ an efficient, effective examination process, making use of online and computer-based technology.

13. The programme would serve to rejuvenate the Organization, providing an influx of young talent with fresh ideas to help it respond to the needs of the twenty-first century. The aim would be to develop a pool of dynamic, adaptable and diverse young professionals to their full potential and from which the Organization could draw to fill middle and senior management functions in the medium and long term.

14. The Office of Human Resources Management would centrally manage the programme, in close cooperation with expert panels in the respective job networks and departments.

A. Posts

15. The programme would make use of all regular budget posts and 15 per cent of vacant posts in the extrabudgetary and peacekeeping support accounts, at the P-1 and P-2 levels (approximately 130 to 180 per year), excluding language posts. All candidates would be granted geographical status regardless of the source of funding. The inclusion of a small portion of extrabudgetary posts would make it possible to rotate staff to different locations, providing young professionals with a greater opportunity to gain experience in other duty stations. This would in turn provide a wider breadth of understanding of the diverse work of the Organization, allowing staff to develop professionally and helping the Organization to develop a dynamic, adaptable and global workforce to better meet its mandates.

B. Target candidates

16. The programme would attract young, dynamic, adaptable university graduates with diversity in geographic origin and gender who are dedicated to the purpose and mandates of the Organization and are looking for a challenging international career with opportunities across the Secretariat. The programme would ensure that the qualifications of the staff meet the requirements of the job by aligning the skills and experience needed for junior positions with candidates who are qualified and suitable for each opening.

Nationality

17. Similar to the current approach, the programme would be open to young professionals from unrepresented and underrepresented Member States or those in danger of becoming so.

Age

18. Candidates should be 26 years old or younger by the end of the calendar year in which the exam is taken. For those Member States that have mandatory military service, adjustments would be made to accommodate the periods of such service.

Education

19. Similar to the current requirements, candidates should have at least a first-level university degree (bachelor's degree or equivalent) in a relevant field.

Languages

20. Similar to the current requirements, candidates should be proficient in either English or French.

Work experience

21. Similar to the current requirements, no previous work experience would be required.

22. The young professionals programme incorporates many elements, some that could be implemented immediately and others that would take some time to more fully develop. The various components of the current national competitive recruitment examination programme and changes that would come into effect in phase I (2010-2012) and phase II (2013 and beyond) of the programme are highlighted in table 1.

Table 1
Proposed changes in the national competitive recruitment examination programme

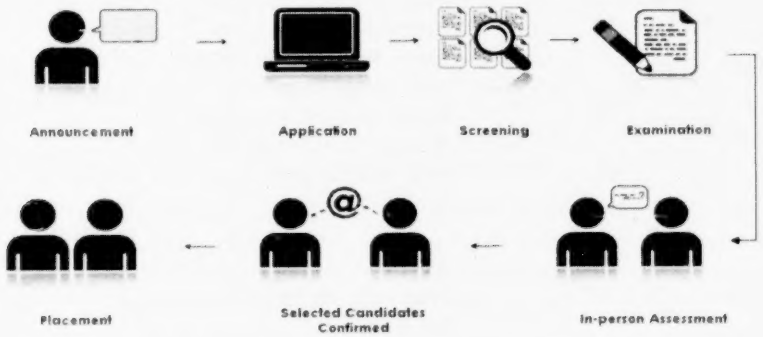
	Current national competitive recruitment examination	*Phase I: 2011-2012*	*Phase II: 2013 and beyond*
1. Posts	• Regular budget (geographical)	• Regular budget (geographical)	• Regular budget (geographical)
		• 15 per cent of vacant extrabudgetary and support account posts	• 10 per cent of vacant extrabudgetary and support account posts
2. Eligibility/target candidates	• From Member States that are unrepresented, underrepresented or below midpoint	• From Member States that are unrepresented, underrepresented or below midpoint	• From Member States that are unrepresented, underrepresented or below midpoint
	• 32 years or younger	• 26 years or younger	• 26 years or younger
3. Screening	• Manual	• Automated (Inspira) and manual	• Automated (Inspira) and manual
	• Certain countries do their own	• Certain countries do their own	• No screening done by countries
	• Maximum of 40 candidates per country per occupational group	• Maximum of 40 candidates per country per occupational group	• No limit
4. Examination	• Paper-based	• Paper-based with process improvements	• Online or computer-based
			• Comprehensive review of exam content to align with new eligibility criteria
5. Roster	• Can remain indefinitely	• Valid for one year/reserve list of 10 per cent	• Valid for 1 year/reserve list of 10 per cent
6. Career support: placement	• None	• Centralized initial placement at P-1 level	• Centralized initial placement at P-1 level
		• Placement at P-2 level in different duty station after initial two years of successful performance	• Placement at P-2 level in different duty station after initial two years of successful performance
7. Career support: orientation, training, promotion	• one-week orientation in first year	• two-week orientation at Staff College and United Nations Logistics Base at beginning of placement	• two-week orientation at Staff College and United Nations Logistics Base at beginning of placement
	• Mentor	• two-year training and development plan	• two-year training and development plan

Current national competitive recruitment examination	*Phase I: 2011-2012*	*Phase II: 2013 and beyond*
	• Allocated, dedicated training budget for each candidate, similar to the Junior Professional Officer programme, to provide opportunities for training relevant to their area of work and the skills they need to acquire • Mentor • Priority given for posts at P-3 level	• Allocated, dedicated training budget • Mentor • Priority given for posts at P-3 level • On-the-job training (requires needs assessment)

C. Programme components

23. The young professionals programme would build on current processes and components of the national competitive recruitment examination process, leverage targeted outreach and utilize Inspira to ensure not only that candidates of a high calibre are identified, selected and brought into the Organization, but also to provide opportunities for growth and career development. An overview of the process of the programme is depicted in figure IV. The following paragraphs provide detailed descriptions of the various programme components.

Figure IV
Overview of the young professionals programme process



	National competitive recruitment examination	Young professionals programme
Announcement to selection	Average 22 months	15 months maximum
Placement	Average 24 months 60 per cent of candidates placed	1-12 months all candidates placed

1. Outreach

24. Outreach initiatives are critical to effectively address the representation status of unrepresented and underrepresented Member States, as well as to identify suitable candidates for the young professionals programme in the relevant job networks. The Organization will identify current needs and will work in partnership with Member States to develop appropriate, targeted outreach activities that will help to improve diversity in the Organization, addressing in particular unrepresented and underrepresented countries. The outreach efforts would include the conduct of outreach missions, attendance at career fairs and organization of informational sessions.

2. Application process

25. The young professionals programme would become the entry point for a majority of junior positions in the global Secretariat. In phase I, applications would be managed in the same job families (previously called "occupational groups") as those for the current national competitive recruitment examination. In phase II, applications would be managed in broad job networks, such as management and operations support (MAGNET), political, peace and security (POLNET) and economic and social development (ECONET).

26. Interested candidates would apply online via the United Nations careers portal through Inspira. Information on the programme, including examinations and application procedures, would also be available from the careers portal.

3. Screening process

27. In order to manage the large volume of applications, the screening and application process would be done online using Inspira. There would be a two-part screening process.

28. Qualification screening would be done to ensure that minimum requirements such as age, education and nationality are fully met.

29. The second screening would assess the candidate's basic level of knowledge or expertise in the relevant technical area through questions related to the subject matter. The questions would be developed with testing and subject matter experts in the job networks and substantive departments. Filtering the applicants earlier in the process would result in a more refined pool of candidates and allow manual screening efforts to focus on reviewing the best candidates. This capability has been developed in Inspira and would be implemented for the young professionals programme through the same platform.

4. Examination process

30. After the candidates had been screened, there would be a two-part examination process that would be conducted once a year.

31. A technical examination assessing proficiency in the relevant subject matter would be the first step. In line with the current application process, the technical examination would be based on the job families currently existing for the national competitive recruitment examination. In phase II, the job families would be aligned to the job networks (management and operations support; political, peace and security; economic and social development; information systems and communications technology; legal; public information and external relations; and safety and security). There would not be an examination in conference management, as most of the positions are language-related, and a small number of positions could be covered under management and operations support. This would enable the Organization to move holistically in the direction of job networks to ensure that its workforce of the future encompasses more broad-based knowledge and not only the capacity to work in more narrowly focused areas. Furthermore, utilization of the broader groupings of job families would be in line with the focus of the programme, which is to recruit qualified junior staff with limited experience with the intent of exposing them to multiple areas of the Organization.

32. Initially, the examination would be offered in the current paper-based format, which is extremely labour intensive, lengthy and outdated, requiring a particular manner of printing, packing and shipping of materials in order to ensure confidentiality and security before and after the examinations. In addition, the paper-based format always carries a risk of delay in the delivery of materials, owing to unforeseen events.[1]

[1] The current paper-based format requires the printing of more than 3,500 question booklets and 3,500 answer booklets per year. The question and answer booklets need to be sorted by job family and the location where the exams will be administered and then packed and sealed in special pouches. The packages of booklets are shipped to 40 to 50 examination centres around the world and tracked closely to avoid loss or damage. Once the examinations have been completed, the booklets are repacked, sealed and returned to the Office of Human Resources Management by the examination centres. The returned booklets are checked against the lists of applicants' signatures to ensure that the correct booklets have been returned. Before the answer booklets are distributed to markers, the booklets are sorted by language. Then each booklet is numbered by a perforator, the cover of the booklet is removed, and the remaining answer sheets are sorted by question, stapled and delivered to markers by hand.

33. In order to address this extensive labour-intensive process, online and computer-based testing techniques that would also ensure timely and wider access to candidates taking the examination would be explored for possible implementation in future years.

34. The second phase of the examination process would be an in-person assessment for candidates who have passed the technical component. In phase I of the programme, this assessment would follow the same format as the current national competitive recruitment examination oral examination. In phase II, the in-person assessment would expand on the oral exam process to evaluate not only the competencies of a candidate but also his or her suitability for the Organization through assessment mechanisms such as role play, group exercises, presentations and psychological assessment.

D. Initial placement, mobility, promotion opportunities and career development

1. Initial placement and second assignment

35. The initial placement of young professionals would be conducted centrally four times a year by the Office of Human Resources Management, in coordination with respective job networks, based on the career interest of candidates, the availability of positions and the interest of programme managers.

36. Functional and geographical mobility would be a cornerstone of the programme and would be expanded to expose young professionals to different facets of the Organization, promoting professional development and personal growth and preparing them for senior positions later in their careers.

37. Currently, staff recruited through the national competitive recruitment examination are expected to move through a managed reassignment programme two to three years into their careers. However, the programme does not necessarily involve a geographical move. In addition, posts are not required to be included in the programme. Consequently, some candidates do not have the opportunity to be exposed to different locations or areas of the Organization.

38. In contrast, the young professionals programme would consist of a two-year assignment at the P-1 level. Because of the extremely small number of P-1-level positions, candidates would be placed at the P-1 level against P-2 posts. After having been successfully reviewed, the candidate would be rotated to a different duty station at the P-2 level. Specifically, a candidate who has been at a headquarters duty station would move to a field office or regional commission and vice versa.

39. By establishing the central placement of candidates during designated periods of the year, the programme would ensure that all successful candidates were placed by eliminating the roster and selecting only the number of candidates needed (plus a small reserve list) determined through more systematic planning for available P-2-level posts. It would also allow for better planning and certainty for programme managers, as they would have better information on when candidates would join their team. Successful candidates who were not placed in positions within the year would be dropped from the programme, but would be free to retake the examination.

40. For initial placement, each candidate would be given a list of three positions, at least one of which would be located at a headquarters duty station and one at a non-headquarters duty station. Candidates would be asked to rank their preferences with the understanding that they would accept any position offered for their first placement and take a different position, in a different duty station, for the second placement. A brief description of each position would be forwarded to the candidate. Similarly, managers of each position would receive a list of three candidates identified as the best match for the position, based on the position requirements and the profile of candidates. Managers would be asked to rank the candidates and indicate their preferences, with the understanding that they would accept any of the candidates offered. A brief profile of the candidates would be forwarded to managers. Interviews would not be necessary, unless required by the managers. All information would be forwarded to the Office of Human Resources Management, which would conduct an exercise to match candidates with positions. This could be done in such a way as to maximize the preferences of both managers and candidates. Final placement decisions would be made by the Assistant Secretary-General for Human Resources Management centrally. While the Office of Human Resources Management would make every effort to work with departments to facilitate the placement of their preferred candidates, in the event that there is disagreement between the Office of Human Resources Management and client departments, the final decisions on placement would be made by the Assistant Secretary-General for Human Resources Management.

2. Career development

41. The career development of young professionals in the programme would include initial orientation and training followed by two assignments, including a well-structured performance assessment, learning and development component.

Orientation and training

42. All rostered candidates matched for their first assignment would be invited to a special orientation and training programme prior to assuming their functions. This programme could be offered at one of the headquarters locations or at a logistical base for field support, depending on whether the first placement is in a headquarters location or in a peacekeeping mission. A prototype of this programme already exists in the week-long orientation and training programme conducted for junior professionals. The orientation would be revised and extended to two weeks in accordance with the new objectives of the young professionals programme and would include the development of individual career development plans. The orientation programme would be held quarterly for the incoming candidates.

43. The programme would comprise two parts: a general orientation and training programme for all job families and, a job network-specific orientation, conducted separately for each job network.

44. After candidates completed the programmes, they would depart for their respective duty stations. A duty station-specific orientation programme, which is normally offered when new staff arrive at the duty station, could also be given.

45. To strengthen training support, a dedicated training budget in the amount of $2,500 would be allocated for each candidate, as is done for the associate experts programme. This would provide opportunities for training relevant to each

candidate's area of work and the skills they needed to acquire. For purposes of the programme, the budgetary allocation would be financed through the overall training resources of the Office of Human Resources Management through a reprioritization of funds to accommodate this need.

Job network (occupational group) — specific orientation and induction programme

46. This part of the programme would be carried out for each job network separately and would cover all aspects of starting up a professional career in each group or network. The elements of the programme would be developed by each job network based on its specific needs assessment.

3. Promotion opportunities

47. In order to give staff of the young professionals programme priority in consideration for P-3-level positions, such vacancies would first be advertised internally for 15 days. Only if no suitable candidate were found would the posts then be advertised externally. In the case of field positions, young professionals programme staff would be reviewed before other candidates on the relevant roster.

4. Performance management

48. The performance of young professionals, including the setting and achievement of learning and development objectives, would be monitored closely during each of their first two assignments. The Office of Human Resources Management, in cooperation with the respective managers, would ensure that all participants in the programme had a defined workplan, performance objectives, training and learning plan and overall career development goals. Performance would be managed through the established performance management system.

49. Supervisors of staff recruited under the programme would be given a special briefing by their local human resources offices in order to ensure that they understood the specifics of the programme and appreciated the importance of the role of managers and local human resources offices in guiding and supporting the growth and development of young professional staff.

50. The performance report given by the supervisor at the end of each assignment would be an important component in decision-making for the next assignment or the next step in the career development of young professional staff.

5. Competitive examination for recruitment to the Professional category of staff members from other categories

51. The Competitive examination for recruitment to the Professional category of staff members from other categories (G to P examination) would be integrated into the young professionals programme, except that the age limits would not apply to G to P candidates. Under the current format, specific posts are reserved for successful candidates, the number of which is based on up to 10 per cent of the number of staff, other than language staff, recruited during the previous calendar year at the junior professional (P-1 and P-2) levels, plus three posts in duty stations with chronically high vacancy rates and seven non-geographical posts. In the young professionals programme, 10 per cent of the total pool of positions available for the

programme would be earmarked for successful G to P candidates, who could be placed in any available post.

52. The current eligibility criteria would remain applicable. While the current G to P examination is consistent with the national competitive recruitment examination, it is currently marked separately by different markers. However, under the young professionals programme, the same markers would mark both sets of examinations in order to ensure fairness, consistency and efficiency.

53. The same rotation policy that is proposed above for young professionals programme staff (see paras. 36-38) would be applied to successful G to P candidates for their first and second assignments. Successful G to P candidates would have to move to a different duty station for the first assignment. For the second assignment they would also move to a different duty station, which could be the original duty station where they were serving prior to the initial assignment. In addition, since staff in the General Service and related categories in certain duty stations have higher salaries than those at the P-1 level in certain duty stations, transitional measures would be used to ensure that successful G to P candidates would not receive salaries lower than that which they received at the General Service level.

Links to national competitive recruitment examination

54. The improved business process that resulted from the review mentioned in paragraph 3 has already been implemented for the national competitive recruitment examination in 2010. The major improvements implemented include shortening the application period from six months to three and half months, obtaining the agreement of senior management prior to the start of the examination to ensure the designation of board members dedicated to marking examinations for a certain period of time (e.g. two weeks) and providing training to board members involved in designing and marking the examinations. These improvements are expected to result in a significant reduction of process cycle time which is currently approximately nine months. The improved business process and any lessons learned from the existing national competitive recruitment examination would also be taken into account in the future development of the young professionals programme, including the assessment of an online and computer-based pre-screening, examination and placement process.

Roster rightsizing

55. The Secretariat has made efforts to rightsize the current roster of successful candidates from the national competitive recruitment examination. In October 2009 there were 521 candidates on the roster. The Organization started a process of contacting every candidate on the roster to confirm his or her interest in and availability for placement at the P-2 level. The Secretariat tried various means to trace as many candidates as possible, including conducting Internet searches and contacting permanent missions for assistance in locating the candidates. Those candidates who could not be traced were considered inactive and would not be considered for any positions until they were located.

56. Through that exercise, as well as through the business process review, it was determined that remaining on the roster for four to five years significantly diminished the chance of being selected for several reasons: (a) programme managers tend to prefer candidates who have passed the examination recently;

(b) candidates have accumulated additional years of experience, making them qualified for P-3-level jobs and no longer interested in P-2-level positions, and (c) candidates' contact information becomes outdated and communication links to them are lost.

57. At the end of the exercise, 75 candidates were untraceable or uninterested, 114 were interested in P-3 positions only and 168 had been placed. The 167 candidates who had passed the 2009 examinations were added to the roster, resulting in a total of 331 rostered candidates. Taking into account that the 21 candidates who were above the age of 40 and the 94 candidates who had been on the active roster for more than five years had very little chance of being hired, the active roster realistically was 216 as at July 2010 (see table 2).

Table 2
Rightsizing of national competitive recruitment examination roster (July 2010)

On the roster in third quarter 2009	521
Untraceable/not interested	-75
Interested in P-3 only	-114
Candidates placed since October 2009	-168
Successful 2009 candidates	167
Subtotal	**331**
Over 40 years old	-21
More than 5 years on the roster	-94
Total	**216**

58. To expedite the placement of rostered candidates, the Office of Human Resources Management has started to conduct quarterly reviews of post incumbency against P-2 geographic posts subject to placement through the national competitive recruitment examination or G to P examination and will identify positions that remain vacant or are not filled properly for three months or longer. Such positions will be filled directly by the Office of Human Resources Management through the authority given by the General Assembly to the Assistant Secretary-General for Human Resources Management. The expeditious filling of positions has been reinforced through communication to departments and offices on the responsibility of programme managers to initiate the timely filling of vacant P-2-level posts from national competitive recruitment examination rosters.

Pilot project for the placement of national competitive recruitment and G to P examination rostered candidates in field positions

59. A pilot project for the placement of national competitive recruitment and G to P examination rostered candidates in field mission posts at the P-2 level was conducted recently. For this purpose, some 150 positions in various field missions representing several occupational groups and functional titles were identified. All active candidates on the roster were informed of this opportunity and invited to express their interest in a field assignment. A total of 36 candidates replied positively and 6 received offers on the basis of their preferences and the needs of the Organization. Candidates who

accepted offers would be invited to a special orientation and induction training in Brindisi for junior professionals prior to their departure to the field. Participants in the programme are given initial one- or two-year fixed-term contracts and are later absorbed into the Organization on regular budget posts through one of the established means, including the managed reassignment programme (see below).

Integration of the managed reassignment programme and G to P placement with the national competitive recruitment examination roster placement exercise

60. One of the major obstacles to the efficient placement of candidates from the national competitive recruitment examination roster was the fact that available P-2 positions have had to be frozen for a large part of the year owing to the implementation of either the managed reassignment programme or the G to P placement exercise. The time when such posts have been available for recruitment between the two freezing exercises was often not sufficient for identifying and on-boarding a suitable national competitive recruitment examination candidate. As a result, P-2 positions are not able to be filled in a timely manner. In order to address this problem, starting in late 2009, the managed reassignment programme and the national competitive recruitment examination placement exercise were combined with great success, and the associated posts were not subject to long-term freezing. A revised version of this same process will be used for the 2010 national competitive recruitment examination.

Resource implications

61. There are no immediate and foreseeable additional resources required for the implementation of the young professionals programme. The programme would require the following resources, which would be redeployed from within existing resources and using existing capacities as follows:

(a) Phase I. As previously stated, a training budget amounting to a maximum of $450,000 per year ($2,500 per person for approximately 180 candidates) would be required. As indicated, this would be accomplished through the reallocation of existing training funds provided to the Office of Human Resources Management.

(b) Phase II:

(i) A training budget amounting to a maximum of $450,000 per year ($2,500 per person for approximately 180 candidates) would continue to be required. As indicated above, this would be accomplished through the reallocation of existing training funds provided to the Office of Human Resources Management;

(ii) While the development of online and computer-based examinations would require additional resources, the Secretariat would undertake a feasibility study on online and computer-based examinations and revert to the General Assembly at a later time with the outcome of the study, including resources implications.

III. Actions to be taken by the General Assembly

62. The General Assembly is requested:

(a) To approve the change of the age limit for the national competitive recruitment examination from 32 years to 26 and to authorize the Secretary-General to make adjustments for those Member States with mandatory military service;

(b) To approve the use of 15 per cent of vacant extrabudgetary and peacekeeping support account posts for the young professionals programme;

(c) To approve the internal circulation of P-3-level positions for 15 days to give priority consideration to the young professionals programme candidates and external circulation thereafter if no suitable candidate is identified.

Annex I

List of recommendations of the Joint Inspection Unit

Review of the national competitive recruitment examination as a recruitment tool (A/62/707)

Recommendation	*Actions taken*[a]
1. The General Assembly should request the Secretary-General to report to it at its sixty-third session on the implementation of the recommendations contained in the report, in particular, those aimed at reducing the length of the exam process and improving roster management.	Paras. 22, 33, 55, 58-60
2. The Secretary-General should regulate, through an administrative issuance, the entire exam process including the announcement, convocation and organization of national competitive recruitment examinations, with clear delegation of authority on the different elements in the decision-making and operational process.	Paras. 3, 12, 14
3. The Secretary-General should take concerted measures to improve the reliability of national competitive recruitment examination-related labour force planning and to make it an integral and coherent part of the overall strategic labour force planning for the Organization.	Paras. 12-13, 35
4. The Secretary-General should ensure that the identification of occupational groups in which competitive examinations are held is in line with the overall human resources policy of the Organization.	Paras. 25, 31
5. The Secretary-General should elaborate and implement a set of measures to reduce the length of the present national competitive recruitment examination process, in particular the examination process, by investing commensurate financial resources in the process. The exact dates of the beginning and end of the examination phase should be set and made public.	Paras. 15, 26, 61
6. The Secretary-General should initiate measures to ensure that an increased joint corporate responsibility prevails in the Organization and supports the activity of specialized boards of examiners. To maintain the high quality of the examination process, detailed criteria for the selection of board members should be established and the work of the specialized board of examiner members should be recognized properly in the performance evaluation.	Para. 54
7. In the framework of the new administrative issuance regulating the national competitive recruitment examination system, the Secretary-General should reorganize and strengthen the Central Recruitment and Examinations Board with a mandate to play a substantial strategic oversight role in the examination process.	An administrative instruction will be issued after the review of the General Assembly; in the meantime, board members are receiving specialized training this year

Recommendation	*Actions taken*[a]
8. The Secretary-General should elaborate and implement an action plan with a view to reorganizing the present national competitive recruitment examination roster management system to address the identified weaknesses, including the integrated recruitment and reassignment system at the P-2 level, and strengthening its information technology and website support and tools.	Paras. 55, 58-60
9. The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination (CEB), should propose that the Human Resources Network of CEB review the possibility of cooperation, on a voluntary basis, among the United Nations system organizations concerning competitive recruitment examinations, roster management and related recruitment issues.	The HR Network following the discussion of three papers in 2009 on succession planning; recruitment for senior posts; and recruitment practices, has established a focus group to look further into these issues

[a] Paragraph numbers refer to the main part of the present report.

Age structure of human resources in the organizations of the United Nations system (A/62/628)

Recommendation	*Actions taken to implement recommendations*
1. The legislative body of each organization of the United Nations system should: (a) request its executive head to provide detailed and analytical information regarding age structure and other related information as part of a periodic human resources management report; and (b) set targets, establish benchmarks, and use them to monitor the measures taken by the organization to address the potential impact of ageing of its staff members.	Paras. 4-6
2. The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior level posts (at P-2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured.	Paras. 13-16
3. The executive heads of each United Nations system organization should review, in consultation with the International Civil Service Commission (ICSC) and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below the P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.	Paras. 17-22
4. The executive heads of each United Nations system organization should: (a) undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) strengthen the career development prospects for young	Paras. 23-24, 41-47

Recommendation	*Actions taken to implement recommendations*
professionals through enhanced training and staff development; (c) allocate adequate resources for training and staff development activities; and (d) adequately address the work/life issues of staff members with special attention to the family-related issues of young professionals.	
5. Legislative bodies of the United Nations system organizations should request the executive management to: (a) submit regular reports showing retirement forecasts; (b) establish performance indicators to forecast replacement needs and monitor their implementation; and (c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory.	It is up to each organization, in consultation with the legislative bodies, to respond to the recommendations of the Joint Inspection Unit. Retirement information is captured and reported as part of the human resources action plans/ human resources management scorecard, which includes an indicator requiring the publication of upcoming vacancies due to retirement six months prior to the retirement date
6. The Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in the report, for adoption by the United Nations system.	The Human Resources Network, following the discussion of papers in 2009 on succession planning; recruitment for senior posts; and recruitment practices, has established a focus group to look further into these issues
7. The General Assembly should request the Secretary-General, in his capacity as the Chair of CEB, to initiate a review, with the involvement of the United Nations Joint Staff Pension Fund Board and ICSC, on the possibility of changing the mandatory age of separation in view of the number of impending retirements in the United Nations system, with due consideration to the increase in life expectancy at the age of 60.	The item was reviewed by the ICSC and the Human Resources Network in 2009, and by the Pension Board in July 2010
8. Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies.	The Secretary-General does not propose any change to the current policy

Young professionals in selected organizations of the United Nations system: recruitment, management and retention (A/55/778)

Recommendation	*Actions taken to implement recommendations*
1. Secretariats should undertake specific efforts to reduce the age at recruitment for all Professional posts and for P-1 to P-3 posts in particular. The Secretariat may wish, for its part, to review the adequacy of the age limit presently imposed for (national competitive recruitment examination candidates.	Paras. 18, 22
2. Trends on separations of Professional staff in the United Nations system should be more carefully monitored through: (a) the inclusion by the Consultative Committee on Administrative Questions in its "Personnel Statistics" annual publication of data on separations of Professional staff broken down by grade and type of separation; (b) the design of exit questionnaires, by secretariats that have not yet instituted them, to better identify causes of resignations. Such questionnaires may be completed or replaced by structured exit interviews.	ICSC and the Human Resources Network reviewed the issue in 2009 and a standard exit questionnaire was approved
3. Secretariats of all organizations concerned should speed up recruitment processes by imposing strict deadlines for the review of applications by managers and the placement of candidates.	Para. 58
4. Further efforts should be undertaken by the Secretariat to accelerate the placement of successful national competitive recruitment examination candidates, reduce the number of candidates presently on the roster and optimize the use of this roster, through: (a) strengthening linkages between human resources planning, examinations and staffing, which should not be conducted as separate operations but as an integrated process; (b) submitting proposals to the General Assembly to further contain the number of candidates on the roster, such as time limitations on its validity or the automatic suspension of the examination in occupational groups for which the roster exceeds a predetermined number of candidates; (c) sharing the roster with other organizations, especially for common occupational fields.	Paras. 39, 55, 58-60
5. The General Assembly may wish to call on Member States to cooperate more effectively in the organization of the examination and, in particular, in its publicity. The Secretary-General could also include in regular reports on human resources management examples of good practices in this regard.	Member States participating in the 2010 exam are making concerted efforts in the organization and publicity of the exam
6. Secretariats that have not done so should set up structures to assist with the successful integration of young professionals during their first months through: (a) clearly identifying focal points in personnel/human resources services or substantive departments to assist new recruits with all practical problems; (b) designing appropriate orientation courses for young professionals. Such courses could be organized jointly with the	Paras. 22, 41-46

Recommendation	*Actions taken to implement recommendations*
support of the United Nations Staff College; (c) instituting mentoring programmes whereby more senior officers can advise young professionals on substantive and career issues.	
7. Secretariats of organizations concerned should offer the opportunity to junior professional staff members to pursue studies and research in fields of relevance to their work by making them eligible sooner for study leave or by instituting new part-time study schemes.	
8. Secretariats of organizations concerned should increase opportunities for young professionals to be assigned both at Headquarters and in the field in the course of their first five or six years. The Secretariat of the United Nations, in particular, should further improve career development for young professionals. In due course, it should assess the impact of its Managed Reassignment Programme to ensure that it facilitates mobility not only between departments but also between duty stations and that it contributes to upward as well as lateral mobility.	Paras. 36, 40, 35, 59
9. Managers in organizations concerned should devote sufficient time and attention to the development of their junior staff. Appraisal of the way in which they discharge this responsibility should be an integral part of their performance evaluation.	Paras. 48-50
10. Efforts to facilitate spouse employment should be undertaken as follows: (a) secretariats in major duty stations should set up joint family-career transition programmes; (b) governing bodies of organizations that still forbid spouse employment should rescind this restriction by amending relevant staff regulations; (c) the General Assembly should renew its call to Governments in host countries to consider granting work permits for spouses accompanying staff members, and monitor the implementation of relevant resolutions.	This is an ongoing agenda within both the Secretariat and the Human Resources Network

Annex II

Requests made by the General Assembly in its resolution 63/250

General Assembly resolution 63/250

Recommendation	*Actions taken*
1. Requests the Secretary-General to submit to the General Assembly, for consideration at its sixty-fifth session, a feasibility study, building on audit reports, to determine whether the broadening of the scope of the national competitive examination would serve to further strengthen the capacity of the Organization for programme delivery, as recommended by the Advisory Committee on Administrative and Budgetary Questions in its report (sect. IV, para. 2)	YPP report
2. Requests the Secretary-General to ensure the expeditious placement of successful candidates from national competitive examinations (ibid., para. 4)	Paras. 55, 58
3. Requests the Secretary-General to report to the General Assembly at its sixty-fifth session on the implementation of the recommendations of the Joint Inspection Unit aimed at reducing the length of the national competitive recruitment examination process and improving the national competitive recruitment examination roster management, as well as setting time frames for completion of the process (ibid., para. 6)	Paras. 22, 33, 55, 58-60
4. Requests the Secretary-General, in his capacity as Chair of CEB, to further cooperate within the framework of the Human Resources Network, making better use of national competitive recruitment examinations and existing rosters, and improving inter-agency mobility (ibid., para. 7)	The Human Resources Network and ICSC reviewed the issue of inter-agency mobility in 2010; it will be discussed at the Secretary-General's 2010 retreat with his Under-Secretaries-General and Assistant Secretaries-General The Human Resources Network focus group will be reviewing this issue further